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USAID Economic Growth Through
Sustainable Tourism Project

B2-02-B

Capacity Building Workshop for Tourism SMEs

Final
September 2014

Developed by
USAID Economic Growth Through Sustainable Tourism Project

ECONOMIC GROWTH THROUGH SUSTAINABLE TOURISM PROJECT

B2-02-B CAPACITY BUILDING WORKSHOP FOR TOURISM SMES

**Contract No. EPP-I-00-06-00013-00,
Task Order No. AID-278-TO-13-00002**

This publication was produced by the USAID/ Economic Growth Through Sustainable Tourism Project, under the direction of Ibrahim Osta, Chief of Party.

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BACKGROUND

The USAID Tourism Project was seeking the service of a consultant to assess marketing training needs and develop a training program for a group of potential and existing tourism projects in Ajloun.

The project took over place over almost a month starting July 15. The project had two phases as shown below:

Phase1: Assessment

- Assessment tool design
- Actual assessment through semi structured interviews
- Qualitative and quantitative analysis
- Gap analysis reporting

Phase2: Workshops

- Design of workshop and training tools as per the requirements of the RFP and the findings of phase.
- Delivery of training and empowering trainees with needed knowledge and planning templates.
- Assessing the training through training feedback
- Reporting on training results and providing gap analysis and recommendations for further training.

Phase one took place in July before Eid Al Fiter during Ramadan. Phase two took place in Aug.

PHASE ONE: ASSESSMENT

The objective of this phase was to assess the capabilities of the selected trainees and to customize the training to match their need to maximize the return on the investment in this workshop for both the trainees and the USAID.

The assessment phase had the below flow:



The questionnaire and tools used in the semi structured interviews was developed after the screening the list of the trainees CVs and their personal and business web presence and social media profiles provided by the USAID.

The assessment of the selected trainees was conducted by 11 face to face semi structured interviews over two days in July by visiting the potential candidates in Ajlun along with the USAID team.

The report of this stage, containing both qualitative and quantitative analysis, was the main input in the detailed workshop design as it identified the gaps that needed to be addressed in the workshop and thus the objectives to be achieved after the workshop.

Below is the executive summary of the previously submitted assessment report:

“The candidates have shown good understanding of their current position, business and destination. Despite the fact that they showed good understanding of the need to customer satisfaction, they have showed very poor understanding of the marketing concept in general. They have a high need of learning basic marketing concept and planning to be able to set SMART objectives and achieve it through defined action plans and activities.

Finally, some of the candidates have realized the shift from traditional media to social media. However, the level of penetration and efforts made to use it as a promotional tool are at low levels.”

PHASE TWO: WORKSHOPS

The workshops were delivered in Arabic over two days from 10:00 to 15:30. The workshops were interactive in nature.

The below program was the final agreed on program for the workshops:

Day1 First Session: Introduction to Travel and Tourism		
Time	Method	Topics and Objectives
10:00-10:15	Exercise	Let's know each other <ul style="list-style-type: none">Each participant will introduce themselves, their business and explain their expectations from the training to their neighbor who will introduce them to everyone by the end of the 5 minutes introduction.The objective it to get the participants break the ice, know each other and encourage sharing experiences.
10:15-10:30	Presentation	Travel and tourism: Definition and impact on economy <ul style="list-style-type: none">Definition of travel and tourism industry and identifying different types of tourismImpact of tourism on world economy by reviewing latest UNWTO report
10:30-10:45	Presentation	Travel & tourism in Jordan: Review of the Jordanian tourism industry <ul style="list-style-type: none">Tourism impact on Jordanian GDP using latest Central Bank of Jordan reportsReview of the tourism inbound source markets, consumer profiles, length of stay, expenditures, seasonality, activities in Jordan, etc. using latest statistics by The Ministry of Tourism

		<p>Ajlun as a destination in Jordan</p> <ul style="list-style-type: none"> Ajlun's share in the Jordanian tourism How Ajlun is perceived by both local and foreign tourist by presenting a summary of reviews on Ajlun found online.
10:45-11:00	Break	
11:00-12:00	Exercise and presentation	<p>What's marketing?</p> <ul style="list-style-type: none"> In their groups, participants are asked to define marketing. Each group presents its definition The trainer will conclude with the definition of marketing and explain the marketing mix in using the 7Ps model to highlight the difference between physical good and service Tourism marketing mix examples are generated through the presentation by the participants.
11:00-11:30	Interactive presentation with work book exercise	<p>Motivation and consideration to travel</p> <ul style="list-style-type: none"> What tourists look for in a destination? How tourist generate interest in a destination <p>Tourist buying behavior</p> <ul style="list-style-type: none"> Change from traditional booking to online search and booking The tourist buying cycle: Dreaming, planning, booking, experiencing and sharing

Day1 Second Session: Introduction to Marketing		
Method	Method	Topics and Objectives
11:30-11:45	Presentation	<p>Customer satisfaction</p> <ul style="list-style-type: none"> Understanding customer satisfaction concept using SERVQUAL model: Participants are presented with the model of customer satisfaction and in groups they will be asked to list expectations and perceptions that would cause gaps and result in dissatisfaction. The co-relation between customer satisfaction, loyalty and profits
11:45-12:00	Exercise	<ul style="list-style-type: none"> The impact of negative word of mouth on business. An exercise with financial calculation of the impact of a dissatisfied customer. Examples from trip advisor will be used to support the exercise.
13:00-13:15	Break	
13:15-15:30	Presentation and interactive template based exercise	<p>The marketing plan</p> <ul style="list-style-type: none"> Elements of a the marketing plan are explained: <ul style="list-style-type: none"> Macro environment analysis in brief capitalizing on Jordan tourism analysis earlier in the day Micro analysis concept for each business utilizing basic principles of the value chain model Competitor analysis Segmentation and targeting SWOT analysis Setting objectives Developing value propositions for targeted segments (marketing mix) The participants will be grouped into five groups. Each group will work together to develop a marketing plan draft Interactive exercise on Rasoun Camp will be conducted as a case study A marketing plan template will be provided to participants to be able to develop their own plans in the in future. Each element of the plan will be explained. A summarized manual will be provided to the participants to enable them complete the exercise over-night for the training purposes and for their business in the future.
Day2 Third Session: Social media planning		
Time	Method	Topics and Objectives
10:00-11:00	Presentation	<p>Understanding shift from traditional media to digital media</p> <ul style="list-style-type: none"> AIDA Model

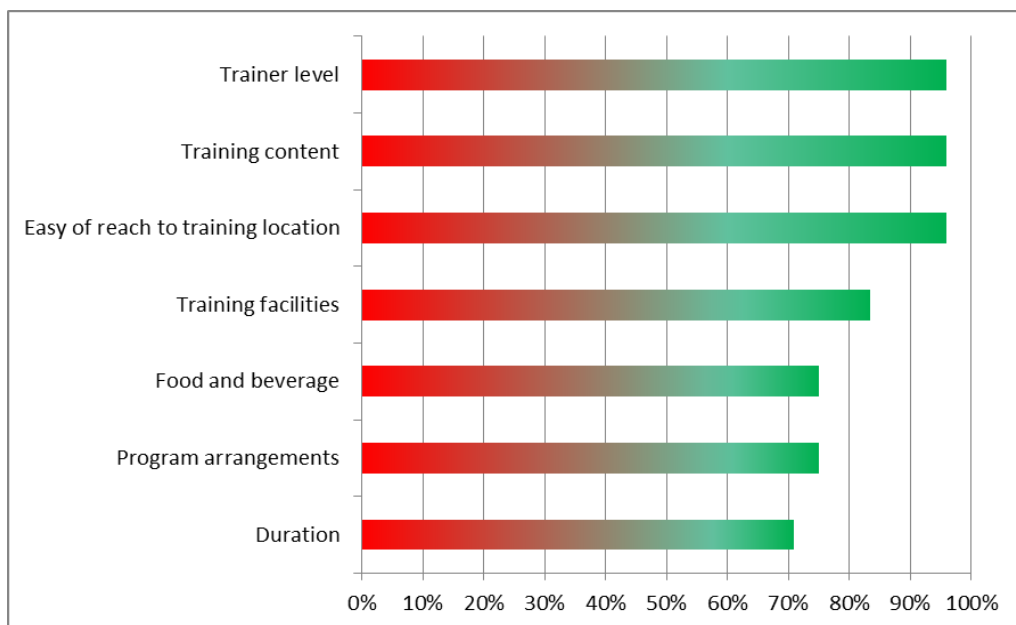
		<ul style="list-style-type: none"> • Review of traditional media characteristics and shift to social media • Social media role in the buying cycle from dreaming to sharing. • Review of major social media channels: <ul style="list-style-type: none"> ○ Facebook ○ Instagram ○ Twitter • Review of tourist media usage behavior: <ul style="list-style-type: none"> ○ Trip advisor ○ Lonely Planet
11:00-11:15	Break	

Day2 Fourth Session: Interactive workshop		
Time	Method	Topics and Objectives
Hands on training on the following platforms to create accounts and develop basic skills to kick off:		
11:15-11:45		<ul style="list-style-type: none"> • Trip advisor: <ul style="list-style-type: none"> ○ Get listed on trip advisor ○ How to manage your image and your reputation online: Word of mouth, engage into the conversation, reply to reviews ○ How to monitor your performance on trip advisor ○ How to include trip advisor to your website
11:45- 12:45		<ul style="list-style-type: none"> • Facebook <ul style="list-style-type: none"> ○ Create a facebook page for your business ○ Linking your page with other platforms ○ Managing the page: Image, likes, posts, shares, engagement, etc. ○ Creating effective content ○ Facebook advertising
12:45-13:00	Break	
13:00-13:15		<ul style="list-style-type: none"> • Twitter <ul style="list-style-type: none"> ○ Creating your account ○ Business accounts on Twitter as a feedback and promoting tool ○ Hash tags, monitoring and retweets.
13:15-13:30		<ul style="list-style-type: none"> • YouTube <ul style="list-style-type: none"> ○ Creating your channel ○ Effective video content and how videos become viral ○ Analyzing views and sources
13:30-13:45	Break	
13:45-14:25	Interactive exercise and lecture	Developing an integrated social media plan <ul style="list-style-type: none"> ○ Understanding the funnel approach from getting found to converting leads to bookings ○ Integrating all social media efforts by linking it to website and email marketing ○ Action plan and activity grid (interactive exercise on Rasoun Camp) ○ Budgeting ○ Monitoring results using social media matrices and ROI
15:25-15:30		Training assessment form filling

TRAINING EVALUATION

Training was evaluated through a feedback form distributed at the end of the second day of the workshop.

The workshops had above average over all evaluation as illustrated below. The participants' main concern was the duration of the workshop. In addition to some details of the arrangements, which was affected by the fact that many unregistered participants showed up for the workshop that weren't accounted for in the original logistic plan and to the last minute change of the training room to accommodate the unexpected participants. Suggested adjustments to previous workshop design.



- **Duration:** This program was conducted over two days. Yet, it is recommended that if this program is repeated to have 3 day duration to allow participants complete the interactive parts and present their work.
- **Interaction:** It is recommended to have participants do some preparation before the workshop, so they can have needed material that can be used to build their plans and online presence. Also, it is recommended to have computers with Internet access available for each group to have hands-on experience on social media.

RECOMMENDATIONS ON FUTURE TRAINING/CONSULTANCY

- **Follow up and or mentoring sessions:** It is recommended that such trainings would have follow up sessions on the plan development and/or mentors assigned to each potential candidate to make sure that a good plan is developed and launched.
- **Marketing/promotion budget fund:** It is recommended that a marketing/promotion budget to be granted for either the area as a total or for the selected candidate along with a professional marketing consultant/specialist to manage it at first to boost the results and make concerned businesses believe in the power of promotion.

ASSESSMENT REPORT

EXECUTIVE SUMMARY

A pre-training assessment was conducted for a sample of 11 potential candidates of the marketing capacity building workshop. In-depth interviews were conducted over two days to assess each candidate and their business on site. Each interview lasted for almost half an hour.

The candidates have shown good understanding of their current position, business and destination. Despite the fact that they showed good understanding of the need to customer satisfaction, they have showed very poor understanding of the marketing concept in general. They have a high need of learning basic marketing concept and planning to be able to set SMART objectives and achieve it through defined action plans and activities.

Finally, some of the candidates have realized the shift from traditional media to social media. However, the level of penetration and efforts made to use it as a promotional tool are at low levels.

SAMPLE AND METHODOLOGY

Eleven in-depth interviews with potential candidates were conducted over two days. As the population of the candidates is highly diversified, the interviews were semi-structured to accommodate this diversity.

The interview protocol was developed to cover the training topics discussed in the RFP and the proposal. However, it wasn't limited to those topics, candidates were encouraged to open up and speak about all their challenges, needs and aspirations. As a result, the original training outline was developed with a few changes from the original one in the proposal.

TRAINING TOPICS ASSESSMENT

TRAVEL AND TOURISM: DEFINITION AND IMPACT ON ECONOMY

The candidates have shown relatively basic understanding of the impact of tourism on the Jordanian economy. However, they have good understanding of different types of tourism in Jordan and their position in the Jordanian tourism sector.

TRAVEL AND TOURISM IN JORDAN: REVIEW OF THE JORDANIAN TOURISM INDUSTRY

The candidates have shown very poor level of understanding of economy and GDP. They couldn't relate to any of the financial/economic indicators in tourism in Jordan or generally.

They know some sources of the inbound tourists to Jordan. In addition, they have very good understanding of seasonality, yet the majority couldn't/aren't using it to take any relevant actions.

Some of the candidates were able to identify different profiles of tourists coming to their facilities in Ajloun, yet most of them didn't use that profiling in designing or adjusting value propositions to them.

AJLOUN AS A DESTINATION IN JORDAN

All the candidates acknowledged that Ajloun is not one of the major attractions in Jordan for foreign tourists. If groups reach the castle, then they might visit their attractions too. They also understand that having an extended stay in Ajloun over a night is challenging for these groups. However, they focus mainly on local tourism and Gulf/Arab individuals as they realize that Ajloun would be an appealing destination to them. Some have adapted their business models to attract some niche tourism segments such as the adventure and local culture experience tourists.

CHALLENGES FACING THE DEVELOPMENT OF THE TOURISM SECTOR IN JORDAN

Most candidates were negative towards the sector and couldn't identify any positive factors in the macro environment. Only one third of the sample (3 candidates) was positive and showed high level of ownership and entrepreneurship. They were able to identify basic opportunities and threats and acted upon it. However, most candidates couldn't relate to different macro environment factors and their impact on the sector and/or their businesses as opportunities or threats.

MOTIVATION AND CONSIDERATION TO TRAVEL

The majority of the candidates showed good understanding of what their current customers need. However, they didn't show good understanding of what other potential customers might need or how they would generate interest in a destination to travel to.

TOURIST BUYING BEHAVIOR

Relatively low level of understanding of the tourist buying behavior cycle was observed. Only the sharing stage was understood. Yet, the understanding of the importance of social media and online booking and content is relatively low too. This was obvious also when analyzing their current customer portfolio as it is mainly built on references, repeated customers and WOM.

CUSTOMER SATISFACTION

All candidates showed high understanding of the basic concept of customer satisfaction. They all confirmed that satisfaction is needed to have repeated customers and spread positive word of mouth (WOM) to generate new business. However, they didn't show good understanding of the source tourists built their expectations on and the impact of negative WOM especially on social media.

Only one candidate has a basic tool of collecting customers' feedback and he acts on this feedback to enhance his current offering.

MARKETING CONCEPT

All candidates showed an old view of marketing and they see it only as promotion and defined it as advertising and personal selling.

None of the candidates have a marketing plan or a sales pipeline. Some have conducted adhoc personal selling and promotion, yet none of them have any written documents of any form of planning. None have action plan or activity grid or promotion calendars.

Most candidates showed low level of competitors' analysis. Only two of them were able to identify competitors in basic terms and didn't show in-depth understanding of different value propositions and/or competitive advantages.

Some of the candidates were able to differentiate between B2B and B2C channels and they have done different selling activities targeting both channels. However, they have showed basic understanding of segmentation and targeting concepts. Some have mentioned that they adjust their value proposition to different groups of customers but none showed differentiated marketing mix developed for different segments or any planning to do so.

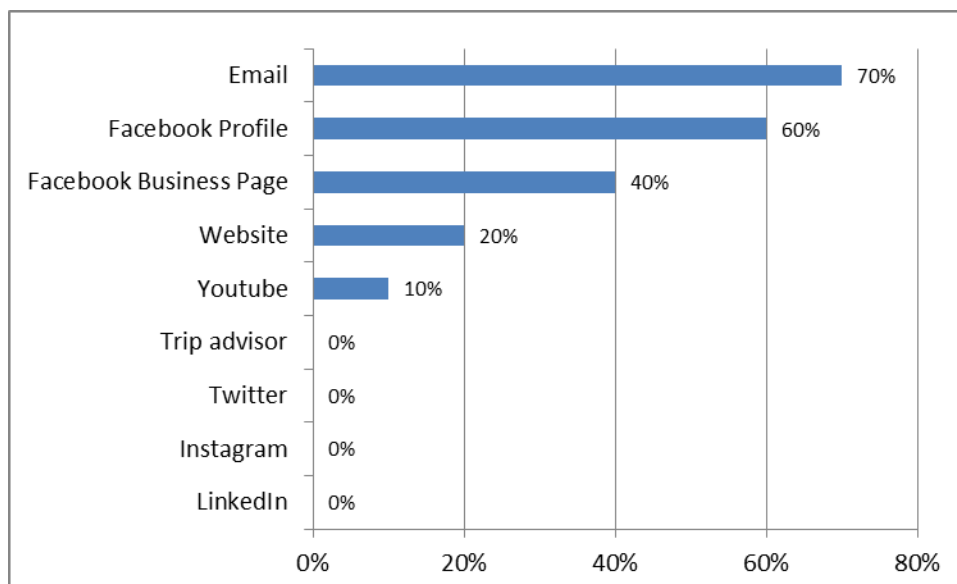
Three of the candidates have objectives for their businesses and taking the effort to achieve it. However, none of these objectives were SMART.

MEDIA MIX

All candidates have showed basic understanding of traditional media and basic promotion methods. They do recognize that there is a change in media and that the Internet and Social media are taking share of the traditional media. However, only three of the candidates have taken advantage of the new channels with very basic efforts.

None of the candidates is aware of tourist review websites and forms and none is listed on TripAdvisor. Three of them have facebook page. None of the facebook pages have consistent activity and planned content.

Figure 1: Social Media Penetration



TRAINING OUTLINE

Day1 First Session: Introduction to Travel and Tourism		
Time	Method	Topics and Objectives
10:00-10:15	Exercise	Let's know each other <ul style="list-style-type: none"> Each participant will introduce themselves, their business and explain their expectations from the training to their neighbor who will introduce them to everyone by the end of the 5 minutes introduction. The objective is to get the participants break the ice, know each other and encourage sharing experiences.
10:15-10:30	Presentation	Travel and tourism: Definition and impact on economy <ul style="list-style-type: none"> Definition of travel and tourism industry and identifying different types of tourism Impact of tourism on world economy by reviewing latest UNWTO report
10:30-10:45	Presentation	Travel & tourism in Jordan: Review of the Jordanian tourism industry <ul style="list-style-type: none"> Tourism impact on Jordanian GDP using latest Central Bank of Jordan reports Review of the tourism inbound source markets, consumer profiles, length of stay, expenditures, seasonality, activities in Jordan, etc. using latest statistics by The Ministry of Tourism Ajloun as a destination in Jordan <ul style="list-style-type: none"> Ajloun's share in the Jordanian tourism How Ajloun is perceived by both local and foreign tourist by presenting a summary of reviews on Ajloun found online.
10:45-11:00	Break	
11:00-12:00	Exercise and presentation	What's marketing? <ul style="list-style-type: none"> In their groups, participants are asked to define marketing. Each group presents its definition The trainer will conclude with the definition of marketing and explain the marketing mix in using the 7Ps model to highlight the difference between physical good and service Tourism marketing mix examples are generated through the presentation by the participants.
11:00-11:30	Interactive presentation with work book exercise	Tourist Motivation and consideration to travel <ul style="list-style-type: none"> What tourists look for in a destination? How tourist generate interest in a destination Tourist buying behavior <ul style="list-style-type: none"> Change from traditional booking to online search and booking Buying cycle: Dreaming, planning, booking, experiencing & sharing
11:30-11:45	Presentation	Customer satisfaction <ul style="list-style-type: none"> Understanding customer satisfaction concept using SERVQUAL model: Participants are presented with the model of customer satisfaction and in groups they will be asked to list expectations and perceptions that would cause gaps and result in dissatisfaction. The co-relation between customer satisfaction, loyalty and profits
11:45-12:00	Exercise	<ul style="list-style-type: none"> The impact of negative word of mouth on business. An exercise with financial calculation of the impact of a dissatisfied customer. Examples from trip advisor will be used to support the exercise.
13:00-13:15	Break	

Day1 Second Session: Introduction to Marketing		
Time	Method	Topics and Objectives
13:15-15:30	Presentation and interactive template based	The marketing plan <ul style="list-style-type: none"> Elements of a the marketing plan are explained: <ul style="list-style-type: none"> Macro environment analysis in brief capitalizing on Jordan

	exercise	<p>tourism analysis earlier in the day</p> <ul style="list-style-type: none"> ○ Micro analysis concept for each business utilizing basic principles of the value chain model ○ Competitor analysis ○ Segmentation and targeting ○ SWOT analysis ○ Setting objectives ○ Developing value propositions for targeted segments (marketing mix) <ul style="list-style-type: none"> • The participants will be grouped into five groups. Each group will work together to develop a marketing plan draft • Interactive exercise on Rasoun Camp will be conducted as a case study • A marketing plan template will be provided to participants to be able to develop their own plans in the in future. • Each element of the plan will be explained. A summarized manual will be provided to the participants to enable them complete the exercise over-night for the training purposes and for their business in the future.
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Day2 Third Session: Social media planning		
Time	Method	Topics and Objectives
10:00-11:00	Presentation	<p>Understanding shift from traditional media to digital media</p> <ul style="list-style-type: none"> • AIDA Model • Review of traditional media characteristics and shift to social media • Social media role in the buying cycle from dreaming to sharing. • Review of major social media channels: <ul style="list-style-type: none"> ○ Facebook ○ Instagram ○ Twitter • Review of tourist media usage behavior: <ul style="list-style-type: none"> ○ Trip advisor ○ Lonely Planet
11:00-11:15	Break	

Day2 Fourth Session: Interactive workshop		
Time	Method	Topics and Objectives
Hands on training on the following platforms to create accounts and develop basic skills to kick off:		
11:15-11:45		<ul style="list-style-type: none"> • Trip advisor: <ul style="list-style-type: none"> ○ Get listed on trip advisor ○ How to manage your image and your reputation online: Word of mouth, engage into the conversation, reply to reviews ○ How to monitor your performance on trip advisor ○ How to include trip advisor to your website
11:45- 12:45		<ul style="list-style-type: none"> • Facebook <ul style="list-style-type: none"> ○ Create a facebook page for your business ○ Linking your page with other platforms ○ Managing the page: Image, likes, posts, shares, engagement, messages, etc. ○ Creating effective content ○ Facebook advertising
12:45-13:00	Break	
13:00-13:15		<ul style="list-style-type: none"> • Twitter <ul style="list-style-type: none"> ○ Creating your account ○ Business accounts on Twitter as a feedback and promoting tool ○ Hash tags, monitoring and retweets.
13:15-13:30		<ul style="list-style-type: none"> • YouTube <ul style="list-style-type: none"> ○ Creating your channel ○ Effective video content and how videos become viral ○ Analyzing views and sources
13:30-13:45	Break	
13:45-14:25	Interactive exercise and lecture	Developing an integrated social media plan <ul style="list-style-type: none"> ○ Understanding the funnel approach from getting found to converting leads to bookings ○ Integrating all social media efforts by linking it to website and email marketing ○ Action plan and activity grid (interactive exercise on Rasoun Camp) ○ Budgeting ○ Monitoring results using social media matrices and ROI
15:25-15:30		Training assessment form filling